

Missouri Five-Year State Plan: 2003-2008 Library Services and Technology Act

Mission Statement

The Missouri State Library works to strengthen libraries and library leadership in Missouri communities and strives to ensure Missourians have equal access to library services.

Needs Assessment

This plan responds to the needs expressed by Missouri library staff and governing bodies in formal meetings; through print and electronic surveys/questionnaires; at meetings sponsored by library organizations and professional library associations; and from evaluations of numerous library programs, including the LSTA five-year plan for 1998-2002.

Throughout 2001, the State Librarian and State Library staff attended meetings of regional library organizations to determine the progress made in response to *Charting Missouri's Library Future*, the long-range plan for library services in the state. Meetings were scheduled with library and allied educational groups in all parts of the state, with representatives attending from all types of libraries. Among these groups were: the Secretary's Council on Library Development, Missouri Library Association, Missouri Association of School Librarians, Missouri Research and Education Network (MOREnet), Missouri Library Network Corporation, Missouri Bibliographic Information User System (MOBIUS), Librarians 911, Librarians Anonymous, Grand River Library Conference, Missouri Public Library Directors, Missouri Department of Elementary and Secondary Education, Coordinating Board for Higher Education, Kansas City Metropolitan Library Network, St. Louis Library Network, and youth services librarians and literacy providers in several areas of the state.

Responses and recommendations from these meetings were compiled in written form as background for development of the new plan. Print and electronic surveys/questionnaires sent to all libraries in Missouri provided additional assessment and commentary on the future direction of the state's libraries and were duly recorded.

Participant evaluations of State Library workshops and conferences served to enlighten planners about the usefulness of the various events and to learn what was needed in terms of future continuing education, technology projects, and new cooperative endeavors.

Missouri's changing demographics demand a renewed emphasis on equitable library service available to all segments of the population. An influx of new immigrants, a growing seniors population, declining literacy levels, changes in the job market, and increased poverty levels all point to needs which can be addressed by libraries.

A statewide library awareness survey conducted in 1998 by the Center for Advanced Social Research at the University of Missouri-Columbia showed Missourians regard their libraries as important educational and cultural institutions. However, citizens expected library staff to be technologically literate and able to assist patrons not only with print resources but also with often-complex computer resources. According to survey results, library staff are not yet the savvy experts patrons assume will guide them through the maze of technology and electronic content available in libraries today. Library staff in turn identified continuing technology education as one of their primary needs, trailing only behind adequate funding.

Progress for school libraries is hampered by a substantial shortage of school librarians, which will be addressed by several programs outlined in this document. Involving more special libraries in collaborative projects is another area of expressed interest within the Missouri library community, especially given the number of well-known special libraries in the state with their significant collections, e.g., Missouri Botanical Garden; Linda Hall Library of Science, Engineering & Technology; Missouri Historical Society; and Truman Presidential Museum and Library.

Missouri's library needs involve adequate training for both staff and governing bodies; recruitment of new talent for the field; funding for digital resources; and support for partnership development, cultural programs, and educational services in communities across the state. During 2003-2008, Missouri will use substantial amounts of LSTA funds for continuing education and training of library staff.

Periodic Updating of Needs Assessment

The Secretary's Council and statewide committees and advisory groups for continuing education, youth and senior services, marketing, library automation, and services to persons with disabilities meet on a regular basis. They will periodically review the needs presented in the five-year plan against current information derived from their constituencies, professional experience, and related research and activities. These reviews will ensure that any changes in needs are addressed in annual plans and budgets for statewide projects, special staff projects, and targeted services sub-grants.

Outcomes-based evaluation will be applied to appropriate programs and projects administered by State Library staff for both planning and evaluation. Evaluations will include data sources which address currency of needs as presented in the five-year plan.

Funding Missouri Libraries

Missouri has been fortunate to enjoy state funding for a variety of programs that benefit both library staff and users of libraries. This funding supports state aid for public libraries, resource sharing among academic libraries, purchase of library automation equipment, development of literacy programs, a special tax earmarked for public library collections, the technology infrastructure for public and school libraries, and a statewide summer library program for young people. Chief among state-funded programs are Internet connectivity and provision of licenses for electronic content databases. Unlike

many states, Missouri does not use Library Services and Technology Act funds for these essential programs. Instead, state funds are appropriated by the General Assembly for these programs. Missouri then has the latitude to use its LSTA funds in other key areas.

Federal funds have augmented state support in areas such as continuing education for library staff, technology development and training, programs designed for targeted populations, assistive equipment for persons with physical disabilities, major preservation and digitization projects, and a variety of multitype library endeavors. Ultimately, federal funds have greatly expanded and reinforced the ability of libraries to introduce new technologies to users, to support their educational needs, and to enrich their lives.

Learning from the Past

Missouri's five-year plan for 1998-2003 concentrated on a three-tier approach for the use of federal Library Services and Technology Act funds: 1) technology and information access, 2) targeting library and information services, and 3) overarching goals.

Substantial progress has been made in all three areas, particularly in funding for the purchase of public access computers and special adaptive equipment for library users with special physical needs, developing an extensive continuing education program for library staff, targeting library services to children and seniors, and creating increased statewide awareness of libraries.

There have been many library successes over the past five years in Missouri. *The State Library's Evaluation of the Use of Library Services & Technology Act Funding in Missouri 1998-2002* offers in-depth reviews of major programs with a special focus on training efforts as well as the lessons learned during this period. This report is available on the Web at www.sos.mo.gov/library/lsta_eval_98-02.pdf.

Areas for improvement in the coming years include training tied to competencies and genuine needs, better evaluation of training events, and development of successful cooperative projects.

Looking toward the Future

The state plan for 2003-2008 offers a concept-based approach which will result in Library Services and Technology Act funding programs that support excellence in library service, emphasize the importance of libraries within their communities, acknowledge the need for strong partnerships with groups working to advance education and lifelong learning, and promote expansion of information resources through new technologies.

The demographic setting in Missouri

Missouri's population topped 5.6 million in 2001, and recent demographic trends indicate continued growth in the future. The state grew by approximately one-half million people over the past decade and currently ranks 17th in



population among the 50 states. Projections indicate the state's population will reach 5.8 million by the year 2010 and top six million by 2020. As has been true in recent years, growth in the foreseeable future is expected to be particularly strong in suburban areas near St. Louis, Kansas City, and Springfield and in the southwest region of the state.

Strong migration patterns in the state

More births than deaths accounted for 58 percent of the state's increase in population in the 1990s, but the remaining 42 percent growth can be attributed to an influx of people into the state during the past 10 years. A significant portion of recent migration into Missouri can be traced to the growth of both the Hispanic and Bosnian populations. The Hispanic population in the state nearly doubled between 1990 and 2000—increasing from 61,702 to 118,592—and estimates indicate more than 30,000 Bosnians now live in the St. Louis area. Information from Census 2000 shows nearly 80,000 people in Missouri were born in another country and came to the United States between 1990 and 2000. Out of the total foreign-born population in Missouri, 34.9 percent are from Asian countries, 28.5 percent are from European countries, and 25.8 percent are from Latin American countries.

Age, race, and household data

Median age in Missouri (36.1 years) is slightly higher than the national median age (35.3 years). Higher life expectancy for women leads to significant change in gender ratios as the population ages. For example, women comprise 51.4 percent of the state's total population, but account for 59.3 percent of the population age 65 and older.

Between 1990 and 2000, the total state population age 65 and older dropped from 14.0 percent in 1990 to 13.5 percent in 2000. However, as post-World War II baby boomers continue to move into their fifties, significant growth will occur in the retirement-age population in the state, as well as across the country. Nearly 30 percent of the state's population fell between the ages of 35 and 54—those born between 1946 and 1965—in the year 2000.

People who live alone now represent over one-fourth (27.3) of the households in Missouri, compared to less than one-fourth (22.7) percent of households with a married-couple family who live with one or more of their own children who are age 18 or younger.

Urban and rural

By definition, Missouri is roughly 70 percent urban (3.8 million) and 30 percent rural (1.7 million). Nearly one-third of Missouri's population resides in the state's two largest counties, St. Louis County and Jackson County. The largest metropolitan statistical area in Missouri is St. Louis, with over two million people on the Missouri side of the metropolitan area. Even so, much of Missouri is associated with small towns and rural settings. Out of more than 900 towns and census-designated-places in the state, only 32 have a population over 20,000.

Economic indicators and educational attainment

According to Census 2000 figures, median household income in Missouri is \$37,934—several thousand dollars below the national median of \$41,994. Over 10 percent of individuals in the state fall below the poverty line. Nearly one-third of households in the state have an annual income below \$25,000, compared to three percent of households with an annual income of \$150,000 or more.

Similar to the national average, more than four out of five Missourians (81.3 percent) age 25 and older have earned at least a high school diploma or equivalent, and over one out of five (21.6 percent) hold a bachelor's degree or higher. Still, 18.6 percent of the population age 25 and over does not have a high school diploma or equivalent.

Populations with special needs

Among Missouri's civilian population not living in an institution, 973,627 people reported a sensory, physical, mental, and/or self-care disability in the 2000 census. Even more striking, fully 42.6 percent of the population age 65 and older reported one or more of these types of disabilities.

Sources: Demographic Profiles 1, 2, 3, and 4, Census 2000, U.S. Census Bureau; Summary File 1 and Summary File 3, 1990 Census, U.S. Census Bureau; Missouri Office of Administration, Division of Budget and Planning; and the International Institute in St. Louis, Missouri

The demographics of public library service

Over 90 percent of Missouri residents live in tax-supported* public library districts (separate political subdivisions), leaving fewer than 10 percent in areas without this service. Although the percentage of people who live outside of tax-supported library districts is relatively small, they combine to equal a population of nearly one-half million and represent people scattered across 32 of Missouri's 114 counties.

Only four counties in the state have no tax-supported public library service within their borders—three in the extreme southern portion of the state, and the fourth located in the St. Louis metropolitan statistical area on the state's east-central border. An additional 28 counties have at least one tax-supported public library, but the library's taxing district does not encompass the entire county area. These counties are sprinkled throughout the state, but most are concentrated in northern and southeastern counties.

- In Missouri, 91 percent of the population (5,109,637 people) live in tax-supported library districts; nine percent (485,574) live outside tax-supported library district areas.
- 71.9 percent of Missouri counties have tax-supported library service in the whole county.
- 24.6 percent of Missouri counties have tax-supported library service in a portion of the county.
- 3.5 percent of Missouri counties have no tax-supported public library service in the county.

**Also includes public libraries with indirect tax support from county or city contributions, rather than a direct property tax.*

School library media services

Nearly 2,000 libraries in more than 500 public school districts across Missouri must meet standards established by the Missouri School Improvement Plan and administered by the Missouri Department of Elementary and Secondary Education. With the exception of suburban schools districts—where tax revenue is high and poverty among the population remains low—most money budgeted for school libraries is directed toward meeting those standards. This leaves a shortage of money for professional development opportunities specifically designed for librarians, creative pilot projects, and cooperative endeavors with other cultural and educational institutions.

Although funding shortages exist, there is strong awareness about the contributions professional development and cooperative opportunities make to the overall success of a library and school. The current *Missouri School Library Media Standards* handbook calls for expanded partnerships and emphasizes the importance for library media specialists to work with “all types of organizations and agencies that are advocates for children.” In addition, studies of school libraries in Alaska, Colorado, Oregon, Pennsylvania, and Texas suggest students tend to perform better on standardized tests when they attend schools where strong library collections are matched with well-trained librarians. With the increased emphasis on accountability in recent years, standardized test results often serve as the indicator of a school’s performance, making the pivotal role of the library in schools increasingly understood and supported.

Academic libraries

Missouri’s system of higher education is educating and graduating increasing numbers of students. Between 1996 and 2001, enrollment in the state’s higher education system increased by nearly 30,000 students (11 percent), from 276,000 to 306,000. The college enrollment rate of African Americans has increased from 9.1 percent in 1996 to 10.3 percent in 2000. Student performance has also improved. Between 1997 and 2001, the proportion of degree recipients who were assessed in general education using a nationally normed exam and scored at or above the 50th percentile increased from 38 percent to 65.4 percent at the associate degree level and from 58.9 percent to 62.4 percent at the baccalaureate degree level.¹

To enhance the system of higher education in the state and promote resource sharing, the Missouri Bibliographic and Information User System (MOBIUS) consortium was established in the late 1990s to provide a common platform with a union catalog for college and university libraries in the state. The interface creates a virtual collection of approximately 14 million items in Missouri’s college and university libraries, which are available to the faculty and students at all participant institutions—nearly 100 percent of academic libraries in the state. MOBIUS provides direct borrowing by users. Other

¹ *Higher Education Measures Progress in “Report Card,”* Missouri Coordinating Board for Higher Education, Press Release, April 11, 2002.

cooperative programs include digitization projects and licensing of electronic information resources. Cooperative collection development and a cooperative storage facility are ideas being pursued by Missouri's higher education institutions.

LSTA Goals and Activities

The importance of libraries has never been more evident than in today's technology-driven world. Libraries provide the connections—both human and wired—to a larger world of possibilities for both professional and personal enrichment.

Missouri, with much involvement of the library community and oversight by Missouri Secretary of State Matt Blunt, uses LSTA funds to fulfill the intent of Congress and to move library service forward. The funds play the role of “venture capital” for libraries individually and collectively. This means existing programs can be made stronger and new ones created.

This five-year plan continues and builds on the initial LSTA success in Missouri.

The Library—Supporting Excellence in Service

The local library, whether it be an academic, school, public or special library, is the first point of contact for people in Missouri to find essential information for enlightening themselves as citizens and enriching their lives. This is done through ensuring each library is linked electronically with other libraries and to educational, social, and information services. The individual library also needs to serve persons who have difficulty using a library and underserved people, including children from families with incomes below the poverty line.

Missouri has the following goals for the individual library:

1. The state's libraries will develop programs, services and collections to meet the diversity of their clientele.

This goal will be achieved in two ways: through programs that train library staff in public service skills, including how to assist people learning to use the technology and through statewide programs informing Missourians about libraries and encouraging them to use libraries.

Activities

- 1) Fund customer service and cultural sensitivity training events for people who work and volunteer in libraries.
- 2) Develop strategies that emphasize good customer service for distribution to current and new staff and volunteers in Missouri libraries.
- 3) Promote planning for diversified collections that meet local needs.
- 4) Offer grant opportunities for training, promotion, and use of technology in libraries.
- 5) Encourage public programs for diverse populations.

Outcome

Increasing numbers of Missourians will make use of the range of services available from their libraries. Library collections and services will reflect the increased diversity in Missouri communities. Librarians will receive training in customer service skills and become more sensitive to individual needs of users. For school libraries, more students and teachers will use the physical library within the building. Some school libraries will be accessible to users beyond the school day through better hours and electronic access. For public and academic libraries, there will be expanded access to library buildings and also electronic access through new technologies.

2. Individual libraries will support excellence through library staff who are well trained and benefit from advancement opportunities.

The LSTA program will support local, regional, and statewide programs for continuing education and training opportunities for staff. Statewide opportunities for basic library skills and advanced professional growth will contribute to the development of high-quality staff.

Activities

- 1) Continue summer and winter library skills institutes, which offer substantive programs of instruction for library staff who do not have graduate-level library education.
- 2) Offer conferences and workshops in areas such as youth services, marketing, senior services, and library technology.
- 3) Continue the Show-Me Steps program, which enables library staff to attend professional programs on the state, national, and international level.
- 4) Use regional videoconferencing to deliver education and training opportunities.
- 5) Create a database to document completed training.

Outcome

Improved public service to the clientele by well-trained library staff.

3. Individuals will be recruited and prepared for a variety of roles in libraries with opportunities to build appropriate skills.

A wide variety of recruitment programs will interest people in pursuing library employment. Those currently working in libraries will have access to programs that increase skill levels. Those pursuing college degrees will be encouraged to achieve master's degrees in library and information science, as well as other degrees needed by libraries. New delivery formats will disseminate formal library training statewide.

Activities

- 1) Create and distribute information about library careers (and the scholastic programs in the state) to high school guidance counseling offices and college career center.
- 2) Participate in major job fairs to promote library careers, and provide speakers to discuss library careers at high schools.
- 3) Explore development of certification programs for library staff.

- 4) Offer funding to initiate a program for library technician certification in at least one Missouri technical college.
- 5) Emphasize, through grant opportunities, the need for professional development in the library field.

Outcome

An increase in the number of people pursuing library careers and the number of staff receiving training.

4. Those responsible for libraries will make good policy decisions because they understand the importance of libraries and the library issues of the day.

Information for library governing bodies will be provided through presentations, direct training opportunities, and a variety of publications. These projects will result in school boards and school administrators knowing the roles that school libraries play in student achievement; boards of regents and trustees and the administration of academic institutions understanding and supporting academic libraries as the foundation for teaching and learning within new electronic environments; and public library boards of trustees understanding their roles in governing a political subdivision.

Activities

- 1) Conduct training sessions and workshops for public library trustees about governing libraries effectively and the legal and public relations ramifications of hiring, appraising, rewarding, and terminating library directors.
- 2) Present sessions and/or workshops at statewide meetings of school board and school administrator associations about the importance of setting high priorities for libraries in schools and providing adequate funding.
- 3) Prepare informational material and contact lists for distribution to new members of bodies with governance over libraries.

Outcome

Better prepared and knowledgeable policymakers for the state's libraries who can communicate the importance of libraries to the well being of their communities.

5. The individual library is able to function in the electronic environment and to help library users become comfortable with new approaches to library collections and services.

Both library staff and library users must deal with technological changes within their libraries. These changes in information access and collection format are often confusing to library users. Librarians can help Missourians become information literate, comfortable with the technology, and able to transverse and assess the resources of the Internet.

Activities

- 1) Offer grant programs to allow libraries to experiment with emerging technologies.

- 2) Promote the use of technologies to reach persons with disabilities and diverse populations.
- 3) Make possible library efforts to help Missourians learn and use technologies.
- 4) Encourage the use of technologies to reach out to populations and geographic areas with limited library services.

Outcome

More Missourians who know how to use library technology through library staff who understand and are trained to teach patrons its use.

6. The library will have an appropriate collection of print and electronic materials.

The development of appropriate collections will be achieved through training and use of standard collection development methodologies and software. People will have access to good local, statewide, and international catalogs. If the individual library does not have needed items in its collection, these will be obtained from other libraries. (LSTA funds will not be used to purchase books, and state funds are expected to provide basic electronic resources. Another statewide program appropriates funds for collection development to public libraries.) Missouri also needs to focus on strengthening collections in school libraries.

Activities

- 1) Provide support for interlibrary loan courier services.
- 2) Offer ongoing collection development training for library staff.
- 3) Help library staff become knowledgeable about building collections to serve diverse populations and language groups.
- 4) Explore pilot programs by which the information on collection holdings and use leads to stronger collections.

Outcome

Missourians will obtain the information and education resources they need to improve their quality of life and benefit from the pleasure of reading through adequate library collections.

The community—reaching out to partners

Libraries of all types need to be active and visible in their communities. Public understanding of the range of services and expertise available from a library is vital to its ability to function at full potential. The role of the library as a leading institution in its community is enhanced by partnerships with local businesses, community groups, academic institutions, and cultural and historic groups.

Missouri has the following goals for library outreach and community partnerships:

1. Develop tools to promote libraries and publicize the services they offer.

This goal will be achieved by funding projects with broad applications for library promotion, including the development of print, electronic, and display materials for local librarians—and others who support libraries of all types—to use when marketing their libraries. Presentations and sessions offering strategies for partnering with community organizations and businesses will be available, and cooperative efforts to market library services in a regional area will be supported.

Activities

- 1) Pay development and advertising costs for billboards, newspaper ads, cable television spots, and radio announcements promoting libraries and the services they offer.
- 2) Conduct a follow-up statewide survey to compare public response to questions about libraries and their services to an earlier statewide survey.
- 3) Evaluate the effectiveness of marketing efforts, chart new directions, and areas where promotion is still needed.
- 4) Analyze trend statistics for libraries where available and support the implementation of a central database for library statistics for all types of libraries.

Outcome

More people using libraries of all types on a regular basis and increased awareness of the services offered by all types of libraries—public, academic, school, and special.

2. Encourage multi-type library cooperation at all levels and adopt successful cooperative programs for replication.

To meet this goal, funding and consultation will be offered to nourish viable partnerships and arrangements to sustain and extend library services. Calls will be made for cooperative grants between libraries to increase the use of libraries by nonusers.

Activities

- 1) Support consortia activities among libraries to extend library service areas and increase levels of library service.
- 2) Provide support for collaborative collection development planning and projects to increase excellence in library service, particularly in economically disadvantaged areas.
- 3) Educate library staff in the development and maintenance of partnerships.
- 4) Fund cooperative program efforts among different types of libraries.

Outcomes

Increased library service in economically disadvantaged areas of the state and strong library consortia.

3. Offer library programs and services for people with special needs

Programs will be initiated and/or continued for those requiring adaptations to use library services, those having language barriers, and those whose economic situations discourage regular library use.

Activities

- 1) Make grant calls for purchase of adaptive equipment for people with physical limitations.
- 2) Provide support for programs to people who have physical, linguistic, or economic needs.
- 3) Offer continuing education for librarians to learn how to identify and fully serve the diverse populations in their communities.
- 4) Fund projects for access to materials of particular interest to people with disabilities and convert materials to usable formats for people with special needs or circumstances.
- 5) Purchase special technology or technology enhancements to serve people with physical limitations and disabilities.
- 6) Support multilingual programs in libraries.

Outcome

Increased library participation by people in Missouri who have special needs.

4. Promote a strong collaboration among libraries, archives, museums, and historical societies to build a cultural heritage infrastructure in the state.

Projects will be funded to preserve, digitize, and present items significant to Missouri's heritage.

Activities

- 1) Expand the "Virtually Missouri" database by adding special collections of archives, historical societies, libraries, and museums in the state.
- 2) Fund conservation and preservation of electronic publications and records relating to Missouri history and culture.
- 3) Fund "tagging" of digitized library materials/collections.
- 4) Train people in developing digital imaging projects to be added to the "Virtually Missouri" database.

Outcome

An increase in the number of records preserved and the number of records digitized and available for electronic presentation.

5. Establish partnerships to enhance literacy in communities.

Missouri's library literacy efforts have been strengthened considerably in the past five years through partnerships with literacy and educational organizations and State Library involvement. Further library literacy efforts will be encouraged and enhanced through LSTA funding.

Activities

- 1) Make grant calls for cooperative ventures designed to serve people with low levels of literacy.
- 2) Promote family literacy through library events with a family literacy focus.
- 3) Target funds toward efforts to assist people who are economically disadvantaged to increase their levels of literacy and educational attainment.
- 4) Provide support for Literacy Gatherings and other events that assemble key players to promote local or regional literacy efforts.
- 5) Support projects to enhance the acquisition of English for those whose native language is not English, especially Missouri's new immigrants.
- 6) Fund combined school and public library programs and events to promote literacy and language, job and life skills in economically disadvantaged communities.
- 7) Develop materials and programs for literacy outreach.

Outcomes

People with literacy needs will show an increase in skills and knowledge, improving their life status and condition.

6. Support special events and programs in libraries.

All across the state, libraries have increased their roles as cultural centers for their communities whether those communities are college campuses, historical societies, or small towns. Residents have thus come to expect their libraries to provide relevant and high-quality programming. To support this function, libraries often enter into collaborations with community partners or seek support from local entities. Libraries will be encouraged to further these collaborations through new statewide programs.

Activities

- 1) Support library programs sponsored in conjunction with community partners.
- 2) Develop and distribute information about expert presenters and sources for materials for library programming so libraries will have the information they need to set up outstanding programs.
- 3) Offer workshops with a home-school resource component to help those who are providing home-schooling for children.
- 4) Provide funds for cooperative programs and ventures among all types of libraries and potential partners.

Outcomes

Increased respect for the library's role in the community through partnerships between libraries and other entities.

The World - Beyond the Here and Now

Like businesses and other professions, Missouri libraries are being asked to do more with less funding and staff. Technology has helped libraries incorporate efficiencies into their operations and introduce their communities to a wealth of electronic information sources. In many ways, library staff serve as guides, training and helping citizens adjust to

technologies that affect and enrich their lives. This service is expected to continue with the introduction of even more sophisticated technologies.

The State of Missouri pioneered early networking initiatives, and the Missouri library community embraced these efforts for working with other libraries and promotion of interlibrary loan services. Recognizing growing needs and limited resources, libraries have entered into cooperative arrangements with other libraries and community partners to acquire materials, conduct research, and design new projects.

Promoting the library's essential role within a community and within society at large is a challenge to be met by all library staff and institutional governing bodies. Innovative projects that advance this goal will be supported and their replication encouraged through grants and training opportunities.

Missouri has the following goals for expanding service access beyond local library resources and what a community might offer:

1. Continue to encourage library progress through shared statewide planning, knowledge, and resources.

Libraries must work together to achieve higher service levels for all their constituents. Library and other statewide leaders have much to offer in their collective knowledge of the community and library services. Current library groups—school, academic, public—will be encouraged to increase communication, share training, and project planning.

Activities

- 1) Use LSTA funds to support discussion and planning on common issues such as resource sharing, electronic services, technology development, staffing, and funding.
- 2) Recruit leaders from each type of library to participate in planning committees and advisory forums.
- 3) Develop collaborative programs to improve library services through resource sharing to meet the needs and requirements of the partnering libraries.

Outcome

Improved library services statewide due to ongoing communication among leaders and research documenting the contributions of librarians to their communities.

2. Facilitate electronic communication and exchange of ideas for library staff.

Electronic tools are effective means to share new ideas for programs and service improvements among library staff. The lessons learned through the successes and problems encountered by libraries can be shared throughout the library service community.

Activity

- 1) Support technologies to foster resource and idea sharing, including electronic communication between libraries and library staff.
- 2) Expand the library videoconferencing network in the state.
- 3) Promote the use of Missouri's library videoconferencing centers.

Outcome

More rapid dissemination of new techniques and ideas to be implemented throughout libraries.

3. Help planners improve library services through use of research on the local, state, national, and international levels.

The library field is changing rapidly, and librarians need to be aware of new research in the profession. Planners need good information for decision-making on future directions for their libraries, community needs, and partnership development.

Activities

- 1) Use LSTA funds for support of local- and state-level research to establish program baselines, ascertain current public awareness levels, and document program effectiveness.
- 2) Communicate results from library research at all levels to library planners through print and electronic media and in meetings.
- 3) Conduct workshops to help library planners understand research methods for project development.
- 4) Conduct a pay equity study comparing library staff with other positions based on educational attainment and job responsibilities.

Outcome

An increase in the number of libraries using research results and an increase in the skills of libraries in developing appropriate research at the local level.

4. Publicize the contributions of libraries to lifelong learning, economic development, and the overall quality of life in communities to all Missourians to increase awareness of the value of library services.

Statewide programs will help libraries effectively market their services, and research will document awareness of library services and their perceived value. Publications, news venues, events, awards, and press releases will be used to publicize library contributions to economic development and lifelong learning.

Activities

- 1) Provide regional training in library marketing techniques and trends affecting library service.
- 2) Conduct statewide survey to determine Missourians' knowledge and use of libraries.

- 3) Commission a study to determine the economic impact of libraries statewide and within communities.
- 4) Develop an awards program for recognizing library efforts.
- 5) Promote understanding of libraries' contributions to lifelong learning and the quality of life through publications, exhibits, and other media.

Outcome

Increased support and increased use of libraries by Missourians.

5. Develop a collaborative digital and electronic reference service to improve timeliness and availability of access to information.

Electronic reference service has the potential to overcome limitations of local reference collections and service hours and to provide access to resources beyond state boundaries. An expansion of the resources available for reference service throughout Missouri will increase both the quality of responses to information requests and improve the time required for response.

Activities

- 1) Fund collaborative projects among different types of libraries for development of a service to meet the information needs of adults, children, and students.
- 2) Pilot and support reference service interactions through current and forthcoming technology.
- 3) Provide training for library staff on new modes of reference service.

Outcome

Missourians will use their local libraries as gateways to worldwide information.

6. Increase the content of the "Virtually Missouri" website by developing new digitization projects.

Missouri has a wealth of unique material in its libraries and museums. Availability and use of this material can be greatly enhanced by digitizing appropriate material. The "Virtually Missouri" website will serve as a portal to these projects. A statewide committee has developed guidelines for process, metadata, and access. These guidelines will be publicized and their use required for projects using LSTA funds.

Activities

- 1) Offer grants for conducting collection inventories.
- 2) Provide training in digitization techniques and issues.
- 3) Publicize the use and wealth of digitized collections through both print and electronic media.
- 4) Support projects for finding aids to enhance digital resource sharing and access to "Virtually Missouri."

Outcomes

Availability of these materials for use in research, classrooms, and the general public for personal interests will increase.

7. Increase interlibrary access to materials through continuation and expansion of the "Show Me the World" program to serve the users of all Missouri libraries.

This goal will be achieved through batchloading of records from libraries in the WorldCat database and providing access to the database through the FirstSearch software. In addition, libraries will use local funds to keep records up-to-date. Most academic libraries share a common library database, funded through state and institutional funds. School libraries have limited capacity to share resources for interlibrary loan at this time. Plans will be developed to address this need.

Activities

- 1) Continue to add Missouri library holdings to the OCLC database.
- 2) Build on pilot programs to make available the collections of special libraries when these are available to other libraries or the public.
- 3) Make "Show Me the World" available to other types of libraries. (Show Me the World is an integrated set of electronic services that facilitates resource sharing).
- 4) Train library staff to use and promote "Show Me the World."
- 5) Continue to encourage interlibrary loan especially in those libraries that do not currently offer this service to patrons.
- 6) Expand the statewide delivery service to more libraries.

Outcomes

Expanded provision of needed materials to library users. More libraries will become knowledgeable about and use standardized practices.

8. Lead efforts to make searching the Internet more coherent for library users and to improve quality and relevancy of search results.

Librarians have great expertise in helping users find information. The current disorganized Internet hampers peoples' attempts to find authoritative information.

Activities

- 1) Librarians will lead efforts to develop web portals, metadata, and search engines to assist searchers in locating needed information, at the appropriate level and depth.
- 2) Training for library staff and library users will help both develop better search skills and understand how to evaluate search results.
- 3) Librarians will help Missourians become information literate and encourage them to build stronger information skills.

Outcomes

Increased satisfaction of Missourians with information obtained from the Internet and increased ability of searchers to evaluate the accuracy of information.

LSTA Process in Missouri

The Secretary's Council on Library Development, a group comprised of librarians, elected officials, and community representatives, reviews all program proposals for the expenditure of LSTA funds in the state. Council members receive regular documentation about LSTA programs prior to their quarterly meetings.

Issues of particular importance to the Council include better evaluation of state and federal library projects, the importance of training for library staffs, the recognition of diverse population groups within communities and how libraries can deliver services to these groups, and the need to stay current with new information technologies.

The State Library has responded to the Council's concerns by adopting outcomes-based evaluations for appropriate projects, surveying library staff about their continuing education needs, developing new grant programs, and assessing the technology needs of the state's libraries.

Evaluation

Projects funded through LSTA will be evaluated using outcomes-based principles where appropriate and other methodologies including participant surveys, focus groups, post-event surveys, interviews, and staff and committee assessment of programs. State Library staff will also solicit program recommendations and comments from the Missouri Public Library Directors, MOBIUS Council, Missouri Association of School Librarians, and other library groups. These contributions help State Library staff make program changes or develop and recommend new approaches to address continuing needs. Training in evaluation is currently underway for State Library consultants, some of whom are using the outcomes-based method as a planning tool for continuing education, grants management, and other programs.

The overall LSTA program will be evaluated by State Library consultants to review accomplishments and problems and to determine whether needs stated in this five-year plan are being addressed. This will be discussed with the Secretary's Council for their advice to the Secretary of State about the program.

Periodic information covering progress on Missouri's plan will be issued to library staff and governing bodies and will be available on the Web.

Activities

- 1) State Library staff will provide information and training to sub-grantees on outcomes-based evaluation methods.
- 2) State Library staff will use evaluation as a planning tool for improved grant projects.
- 3) State Library staff will evaluate the Missouri LSTA program to clarify and refine activities funded through LSTA and libraries' access to those programs.
- 4) State Library staff will evaluate the Missouri LSTA program to assess participation by libraries of all types.

Outcomes

Understandable information about the value and use of this federal program will be available to government officials, the Missouri library community, and others interested in library progress in Missouri

APPENDICES

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Appendix A

Timeline for LSTA Activities

Continuing Activities

Provide consulting services, publications, and planning assistance for libraries to support implementation of accepted standards and LSTA plan goals

Develop and administer grants to libraries, targeted to address implementing accepted standards and LSTA plan goals

Year One

- Show-Me the World
- Digitization projects
- Continuing education and training, including the summer and winter Library Skills
- Institutes, trustee training, youth and seniors services workshops and conferences
- Show-Me Steps grants for library staff training
- Videoconferencing network
- Technology expansion
- School and public library research
- Marketing efforts
- Consortia and partnerships promotion
- Projects to assist Missourians who have disabilities
- Projects to assist Missourians who are not literate or whose language is not English

Year Two

- Show-Me the World
- Digitization projects and permanency of “Virtually Missouri”
- Continuation of education and training, including grants for training locally
- Increased offerings on the videoconferencing network
- Technology expansion and investigation of new technologies
- Follow-up on school and public library research
- Replication of statewide library survey and assessment of marketing efforts
- Promotion of consortia and partnerships
- Continuation of programs to meet special needs of those who have disabilities, are not literate, and whose heritage is not the United States
- Celebration of the Lewis & Clark exploration
- Begin planning for collection development efforts
- Encouragement for library careers and lifelong learning for library staff
- Improve and support electronic reference services

→Fund efforts to help users access Internet resources

Year Three

→Show-Me the World

→Digitization projects and “Virtually Missouri”

→Continuation of education and training, including grant programs, recruitment and recognition programs

→Expanded use of the statewide videoconferencing network

→Technology expansion and promotion of successful new technologies

→Additional research and follow-up actions on past research

→Planning and efforts for additional marketing

→Promotion of consortia and partnerships

→Continuation of programs to meet special needs of those who have disabilities, are not literate, and whose heritage is not the United States

→Training and infrastructure development for collection development

→Improve and support electronic reference and information services

→Fund efforts to help users access Internet resources

Year Four

→Show-Me the World

→Digitization projects and “Virtually Missouri”

→Continuation of education and training, recruitment and recognition programs

→Technology expansion, pilot projects to explore new technologies, and promotion of new technology that is proven successful

→Assessment of marketing efforts

→Promotion of consortia and partnerships

→Continuation and assessment of programs to meet special needs

→Training and infrastructure development for collection development

→Continue electronic reference and information services as needed

→Assess and continue efforts to help users access Internet resources

Year Five

→Evaluate past years’ LSTA activities

→Prepare next LSTA plan in the context of comprehensive planning for Missouri library service

→Continue and expand success of previous years’ programs under the goals and activities outlined in this plan

Appendix B

Definitions of Libraries

Public Library

A public library is a library established and maintained under the provisions of the library laws or other laws of the state related to libraries, primarily supported by public funds and designed to serve the general public.

School Library

A public elementary school or secondary school library is a library controlled and operated by publicly supported elementary or secondary schools, and designated to serve faculty and students of that school.

Academic Library

An academic library is a library which is controlled and operated by a two- or four-year college or university, either publicly supported or private, and which is designated primarily to serve faculty and students of that college or university.

Special Library

A special library is a library established by an organization and designed to serve the special needs of its employees or clientele. A special library must have an appropriately trained librarian, an organized collection, a minimum of 20 hours of service per week, with some opportunity allowed for service to the public or a strong commitment to resource sharing. Special libraries include both private libraries and publicly funded libraries, such as those serving mental health facilities, correctional institutions, and government agencies.

Library Consortium

A library consortium is any local, statewide, regional, interstate, or international cooperative association of library entities which provides for the systematic and effective coordination of the resources of school, public, academic, and special libraries and information centers and for improved services for the clientele of such library entities.

Appendix C

General Procedures for Allocation of Funds

The Secretary of State and the State Library will establish the annual allocation of funds for priority activities in consultation with the library community and the Secretary's Council on Library Development.

Statewide Projects

1. Statewide projects will be administered in compliance with all applicable federal and state regulations.
2. Statewide projects may be accomplished directly through the State Library or through agreements with other service providers.
3. Proposals, including project budgets, will be approved annually by the State Librarian and Secretary of State.
4. Proposal applications that are incomplete, substantively inaccurate, or received after announced deadlines shall be rejected.
5. Statewide projects will be considered by the Secretary's Council on Library Development for recommendation to the Secretary of State.

Grant Projects

1. Grant programs will be administered in compliance with all federal and state regulations.
2. Notification of the availability of grants will be made through State Library publications and directed announcements, and will include requirements for participation and application instructions.
3. Applications shall include the following information, at a minimum:
 - Description of the project that includes the benefit to be provided to the users of the library and information service, project goal(s), action plan, and a schedule of implementation
 - Project budget
 - Indications the project can be completed within the specified grant period
 - Plan for evaluation of the projectAdditional information and supported documentation may be requested as appropriate to the type of application.
4. Grant applications will be reviewed and rated by State Library staff and/or peer reviewers. The State Librarian will recommend grants to the Secretary of State for funding.
5. Grant applications that are incomplete, substantively inaccurate, or received after announced deadlines shall be rejected.
6. Sub-grantees will be provided with forms and instructions for preparation of required project narrative and financial reports.

7. Grant projects will be evaluated on an annual basis, with regard to overall progress toward goals in this five-year plan. Grant projects may be subject to independent evaluation by State Library staff or peer reviewers.
8. Libraries will be encouraged to replicate and expand upon best projects from the previous year(s).

Appendix D

State Library Activities

The State Library staff will administer all aspects of the LSTA grant program, with direction from the State Librarian and oversight from the Secretary's Council on Library Development. Administration will include:

1. Consulting services will be provided by State Library staff and qualified staff from other libraries.
2. Information about innovative library programs, grants, and best library practice will be disseminated through publications, Internet web pages, and other communications with the library community and Missourians.
3. The State Library will assist in the planning of state-level programs through sponsorship of joint meetings, publications, e-mail, committee participation, and other means to further participation by appropriate stakeholders.
4. Wolfner Library for the Blind and Physically Handicapped will provide library services in alternate formats for persons with print disabilities.

Administration

The State Library will establish an annual budget for administrative costs, to include:

- Costs related to administration of subgrants, including solicitation and review of applications, on-site review visits, mailings, staff and operations costs for providing oversight and financial management.
- Costs related to the Secretary's Council on Library Development, which provides policy direction to the Secretary of State for Missouri's LSTA plan.

Secretary's Council on Library Development— Membership & Role

The Secretary's Council on Library Development is made up of representatives from all areas of the state, including legislators, public library trustees, citizens, and librarians from all types of libraries. This group advises the State Librarian and Secretary of State on federal grant programs, statewide library concerns, and all matters that relate to Missouri libraries and library service to Missouri citizens; recommends policy and programs; and communicates the value of libraries to people in the state and to those responsible for libraries.

